

WESTMINSTER PRESBYTERIAN
CHURCH

PROPOSED STRATEGIC PLAN

2008 - 2011



WESTMINSTER PRESBYTERIAN CHURCH

STRATEGIC PLAN 2008-11

INTRODUCTION

Westminster Presbyterian Church has been profoundly blessed. After 14 years of significant growth, Westminster's membership has surpassed 2,000, and it continues to draw worshipers from an increasingly wide geographic area. Its programs for children and youth are expanding rapidly. The church fosters a spirit of mission that extends throughout the Triad and the world, while at the same time it creates opportunities for its people to develop a deeper, more intimate relationship with God.

In 2006 the Session recognized that Westminster stood at a crossroads. A permanent Strategic Planning Committee was established to look closely at our facilities and programs, to discern where Westminster might be called to go over the next several years, to develop a plan for achieving our goals, and to help implement that plan.

After two years of study, discussion, input from the Congregation and prayer, the Strategic Planning Committee¹ unanimously presented the following plan to the Session. The Session adopts it as Westminster's Strategic Plan for 2008-11. The plan charts a course for continued dynamic growth of the church's mission both at home and in the world, and for greater fulfillment of the opportunities God has placed before us. We recognize that as events in our world change, we will need to adapt this plan to those changing circumstances.

OUR MISSION AND OUR VISION

As we plan for our future, we believe that it is vital to begin by focusing on Westminster's core mission – the reasons why God has drawn us together. Our mission is expressed beautifully in the following statement, which the Session adopted many years ago:

Westminster Presbyterian Church is a Christ-centered community of faith that prayerfully seeks God's direction as we provide opportunities for

¹ The members of the Strategic Planning Committee are Jennifer Cross, Dan Dunbeck, Steve Earp, Tricia Hammer, Nick Horney, Cynthia Livengood, Jane Sharp, Cindy White and Dale Young. Bob Henderson, Cindy Higgins and Marilyn Fish have served as staff resources during part or all of the Committee's deliberations.

spiritual growth and expression through worship, education and servanthood, responding with God's love and compassion to the needs of the world.

Using this statement as our guidepost, the Strategic Planning Committee initially addressed fundamental questions about how we can live out our mission over the next few years. What are we capable of doing and becoming? What is God calling us to do and be? After thoughtful input by the Session and the congregation on these questions, the Committee developed the following vision statement, which underpins all the objectives and action steps set forth in this plan:

The vision of Westminster Presbyterian Church is to be a regional church that:

- Affirms a broad, thoughtful and Christ-centered theology,
- Engages each of us in Christian community and discipleship,
- Serves our world as a life-changing power,
- Embodies Jesus' love for the "least of these," and
- Welcomes all people.

OBJECTIVES

This ambitious vision of God's will for our church led us to develop objectives to implement that vision. During that process, we considered the valued comments from throughout the congregation. During the next three to five years Westminster will:

- Develop *facilities and infrastructure* to meet the needs of a 2,500 to 3,000 member congregation drawn from throughout Guilford County and surrounding areas.
- Increase *diversity* in our congregation.
- *Improve people's lives* throughout our community and world.
- Strengthen our sense of *belonging and unity*.
- Infuse every aspect of life at Westminster with *Christ-centered discipleship*.

This plan addresses each of these objectives in detail and the steps that we believe are necessary to achieve the objectives and fulfill our mission.

OBJECTIVE NO. 1:

DEVELOP FACILITIES AND INFRASTRUCTURE FOR A 2,500 TO 3,000 MEMBER CONGREGATION FROM THROUGHOUT THE REGION

“You did not choose me, but I chose you and appointed you to go and bear fruit -- fruit that will last. Then the Father will give you whatever you ask in my name.”

John 15:16

The people of Westminster have received many blessings from the growth we have experienced over the past 13 years. Westminster has become a church that draws people from throughout Guilford County and surrounding areas. As the above passage from the Gospel of John states, we believe that God has chosen us to do more. We are called to expand our reach further into our community and to welcome even more people into our church family.

Further growth will be compromised, however, by our lack of adequate facilities to support the increasing number of worshipers and participants in our programs. Consider a family visiting the Friendly Avenue campus for the first time. They have difficulty finding a parking space, so they have a long walk and are running a little late. They cannot find the correct classrooms for their children because the hallway is crowded, the classes recently have been shifted around to add more rooms, and it is difficult to obtain guidance. They arrive in the sanctuary and must walk in front of many people to find available seats. During worship they see their neighbor across the sanctuary, but by the time they get downstairs, gather their children and work their way into the fellowship hall, the neighbor has left. Without significantly better facilities, this scenario will occur more often and will lead to a loss of momentum and possible stagnation.

Determining the sizes, types and locations of facilities that Westminster will need requires an understanding of our historic growth trends and our current facilities. The following sections provide that information.

1. Historic Growth Rates and Future Projections

Membership and attendance at Westminster have grown dramatically since 1994, as Table 1 demonstrates:

Table 1
Membership and Attendance
at Westminster, 1994-2007

Year	Average Membership	Members at 12/31	Percentage Growth	Average Attendance	Attendance As % of Membership
1994		605			
1995	654	702	16.0%	480	73%
1996	759	816	16.2%	495	65%
1997	891	965	18.3%	550	62%
1998	1,030	1,095	13.5%	608	59%
1999	1,140	1,185	8.2%	707	62%
2000	1,270	1,355	14.3%	756	60%
2001	1,410	1,465	8.1%	802	57%
2002	1,505	1,545	5.5%	798	53%
2003	1,599	1,653	7.0%	809	51%
2004	1,696	1,739	5.2%	868	51%
2005	1,775	1,810	4.1%	935	53%
2006	1,863	1,895	4.7%	938	50%
2007	1,973	2,007	5.9%	966	49%

Table 1 demonstrates that membership has more than tripled during the past 14 years, while average attendance at Westminster’s worship services has been at least 49% of the average membership. This participation level is well above the national average for larger PC(USA) churches and reflects two factors. First, Westminster’s members are extraordinarily engaged and active, as demonstrated in the level of involvement in all aspects of church life. Second, our services draw a comparatively large number of non-members.

The trends shown in the table above have continued into 2008. Even though our Senior Pastor left in February, our membership has grown to 2083 as of August 12. Based on these trends, Westminster reasonably could expect to maintain a 5% or greater annual rate in membership over the next few years, if our facilities could accommodate that number of people. At that growth rate, Westminster’s membership would reach 2,500 within four years and would approach 3,000 by 2015. We also believe that for the two reasons mentioned above, it is reasonable to expect that worship attendance will remain close to 50% of total membership. Thus as the following Table 2 shows, by 2014 nearly 1,400 people could be worshipping at Westminster on an average weekend, if we faced no limitations on such growth.

Table 2
Projected Membership and Attendance
At Westminster, 2008-2014

Year	Average Membership	Members At 12/31	Percentage Growth	Average Attendance	Attendance as % of Membership
2008	2,072	2,107	5%	1,015	49%
2009	2,175	2,213	5%	1,066	49%
2010	2,284	2,323	5%	1,119	49%
2011	2,398	2,440	5%	1,175	49%
2012	2,518	2,561	5%	1,234	49%
2013	2,644	2,690	5%	1,296	49%
2014	2,776	2,824	5%	1,360	49%

These data demonstrate that a church with 2,500 to 3,000 members is not a distant possibility. We are on track to achieve these levels within a few years, but we cannot do so without adequate facilities.

During the first six months after our Senior Pastor left Westminster, we continued to experience growth. Although that growth may later slow down or stop, it is important to recognize that our facilities are grossly inadequate to accommodate the number of members we currently have. The Friendly Avenue facility was designed for 800 members, and we have grown to more than 2 ½ times that number. The figures cited in the tables above might overestimate the rate of growth we actually achieve, but even if growth is half of what is projected, our conclusions would remain the same.

2. Current Friendly Avenue Facilities

Construction of the Friendly Avenue campus, which comprises approximately 6.5 acres, was completed in 1987. The church is now severely overcrowded. Space limitations are impacting us in the sanctuary, the facilities for our children and youth, the playground, the fellowship hall, the parking lot and the offices.

a. Sanctuary

The Friendly Avenue sanctuary is designed to seat between 320 and 340 people, and it has accommodated as many as 370 people in crowded conditions. The chapel’s reasonable capacity is approximately 120 people.

Our average worship attendance at all services during the past three years, during which the church’s average membership has grown from 1,775 to about 2,000, has been as follows:

Table 3
Average Worship Attendance
by Location and Time
2005-2008

Location	Time	2005	2006	2007	2008
Friendly Ave.	Sat. 6:00	164	162	167	164
Lake Brandt	Sun. 9:30	152	115	134	135
Friendly Ave.	Sun. 9:30	298	329	316	280
Friendly Ave.	Sun. 11:00 Sanctuary	207	229	245	248
<i>Friendly Ave.</i>	<i>Sun 11:00 Chapel</i>	<i>114</i>	<i>109</i>	<i>96</i>	<i>94</i>

Based on the data provided in the previous section, when we reach 3,000 members we can expect our average weekly attendance at all worship services to be approximately 1,400. If we maintain the same worship services, and if the same percentages of people choose to attend each service, we would need to accommodate an average of nearly 500 people at the Friendly Avenue 9:30 am contemporary service. The 11:00 am traditional service would need to accommodate approximately 380 people on an average Sunday, and the chapel service would swell to an average of 150 worshippers.

Our existing Friendly Avenue sanctuary and chapel cannot accommodate these numbers. Church design experts suggest that a church is “full” when attendance reaches 80% of the design capacity. Using that criterion, our main sanctuary is full when 272 people are present, and the chapel is full when 96 people are present. As the above table shows, both the 9:30 am and 11:00 am services are full on an average Sunday morning, and they are overflowing during busy times. To accommodate the Sunday morning contemporary services when our membership reaches 3,000, we would need a main sanctuary with a capacity of at least 600 people and a chapel with a capacity of at least 186 people.

The church has developed some preliminary conceptual drawings to show the impact of modifying the sanctuary at Friendly Avenue campus to achieve maximum seating potential, including adding a balcony. Attached as Exhibit A is a drawing that shows the types of changes we might consider. Making these modifications would expand the sanctuary’s capacity to approximately 520 to 540 people. That number is well below the minimum necessary to accommodate the future growth that we believe we will experience. The chapel probably cannot be expanded in any significant way from its current size. Thus modifying our current worship spaces to accommodate a membership of 3,000 is not feasible.

b. Classrooms

One of the blessings of Westminster is the number of families with children who are drawn to the church. As a result, our Friendly Avenue facilities are overwhelmed. We currently have a total of 277 elementary school children, 89 preschoolers and 40 children between birth and two years old. Table 4 shows our recent average attendance patterns:

Table 4
Average Attendance in Children's Classrooms
2008

Location	Time	0-2 years	Pre-school	Elementary	Total
Friendly Ave.	Sat. 6:00	5	5	12	22
Lake Brandt	Sun. 9:30	*	*	*	40
Friendly Ave.	Sun. 9:30	12	45	60	117
Friendly Ave.	Sun 11:00	7	6	10	23

*detailed breakdown not available

Extrapolating from these figures, when we reach 3,000 members (again assuming that the attendance patterns remain the same), we would need to accommodate a total of approximately 175 children at 9:30 am on an average Sunday, and many more on busy Sundays. Based on guidelines available to church planners, we would need at least 14 larger classrooms, or about 18 classrooms at their current sizes, to handle an average Sunday.

At the Friendly Avenue campus, we currently are using 13 classrooms on the lower level and two on the upper level. We could create up to eight additional classrooms if we converted all the remaining adult classes and most offices into children's classrooms. Those significant changes to our facility might accommodate our children, but then we would need to find additional space to accommodate adult classes and offices.

c. Youth house

In 2002 Westminster purchased the residence at 602 Westminster Drive and converted it into a hub for middle school and high school activities. As attendance has swelled, this facility has been overwhelmed. During the past year the youth house has been at or above capacity, and we are unable to upgrade the basement to accommodate additional growth. Given the demographics of our church (we currently have 55 young people in our 2008-09 confirmation class), even assuming no additional growth, we will

need expanded youth facilities. As the youth program grows larger, we will have inadequate facilities to serve the future of our church.

d. Parking

The parking areas at the Friendly campus have 220 parking places, including 14 handicapped spots. In addition, there is room along Westminster Drive and neighboring streets for approximately 32 vehicles to park within a relatively short walk of the church. In total, we have approximately 250 reasonably convenient parking spaces available.

Our historic pattern has been that, on average, each car in the parking lot represents 1.75 people. On an average Sunday at the Friendly Avenue campus during the past year, when 316 people have attended the 9:30 am service and another 100 or more children have gone directly to their classrooms, we have had approximately 245 vehicles in the parking area. Thus we are essentially at capacity during an average week, and our parking is inadequate on busy Sundays or on special occasions.

If our growth continues and we wish to accommodate an average of 500 worshippers and 200 children without fundamentally changing driving habits, we would need to have at least 400 parking spaces available – approximately 150 more than we currently have. If we wish to present a more welcoming and accessible atmosphere, or if we wish to accommodate larger numbers during busy times of the year, we would need even more parking capacity.

We have examined the possible ways to generate more parking capacity on and around the Friendly Avenue campus. We considered but rejected the possibility of a parking garage because of the expense involved and the challenges it would present to our relationship with our neighbors. To maximize our parking capacity, we would need to:

- (1) Pave the talent field. Net gain: 54 spaces.
- (2) Purchase the house on the corner of Westminster and Friendly Avenues, raze it and our current youth house, and create a parking lot. Net gain: 61 spaces.
- (3) Purchase the house on the corner of Westminster and Redington and the third house on Redington, so that we own three properties in succession. Raze the first two houses and extend our parking lot. Net gain: 40 spaces.

These steps would be expensive, inadequate to achieve our goals, and extraordinarily disruptive to our relationships with our neighbors. For these reasons, we do not favor such radical efforts to create parking on or close to the current Friendly Avenue campus.

We also considered the possibility of arranging to use surface lots in Friendly Shopping Center or making use of on-street parking farther from the church and using buses or golf carts to shuttle people to and from the church. Although these steps should be considered as short-term solutions to our acute parking problems, we believe that the lack of nearby parking will be a long-term impediment to future growth of the church.

e. Play Space

Another challenge created by the church's enormous popularity among young families is the need for space for our children to play. The play area outside the fellowship hall is inadequate to handle the number of children who come to church now. This area cannot be expanded, and indeed if we were to expand the sanctuary as shown in Exhibit A, the play space actually would shrink. No other outdoor space is available close to the building unless we eliminate parking spaces. Therefore, we cannot provide adequate play space for our children in a location that is convenient to the classrooms at the Friendly Avenue campus.

We also make use of the talent field during the week, during summer camps and on special occasions. If we pave that area to improve the parking situation, we will exacerbate our shortage of play areas for our children.

f. Fellowship Hall/Family Life Center

For several years Westminster's fellowship hall has been too small to serve as a social gathering point for the church. It holds approximately 300 people seated at tables and can accommodate approximately 400 people in a lecture-style format. We often have events that exceed this capacity, and this problem will only worsen as the church grows. The fellowship hall's location directly beneath the sanctuary also limits its use, because noise from one floor easily travels to the other.

Many churches have developed family life centers to allow both children and adults to participate in fellowship, outreach and worship. Westminster could use such a facility for our annual mission auction, for dinners and other large church or community gatherings, for special worship events, for concerts and plays, for providing shelter and temporary homes through Interfaith Hospitality Network, for choir and band rehearsals, and for sports such as basketball, indoor soccer, volleyball, racquetball, running/walking, weight training, aerobics and swimming. These facilities could help attract a diverse population to our church through sports leagues and other programs.

Westminster needs a family life center to serve as a point of outreach and as a gathering place for meals, activities, fellowship and worship. If such a facility were built on the Friendly Avenue campus, the most likely location would be as shown on Exhibit B. A family life center necessarily would eliminate a number of parking spaces, which in the long run would make the overcrowded conditions even worse.

g. Office Space

The offices available on the Friendly campus encompass 3,818 square feet, including both the main church building and Redington House. Currently 24 full-time and part-time workers occupy the space. The amount of space available and the layout of that space are inadequate. The most severe shortages are in the ministers' offices, which are too small to handle conferences with family groups. Several support staff offices are far too small, as is the reception area. The church needs additional conference room

space, particularly a room to accommodate meetings of the Session and other large groups. The church also does not have a work room for volunteers.

According to guidelines available to Presbyterian churches, approximately 4,730 square feet of office space would be necessary to accommodate the current size of the staff and the church. Thus to accommodate current needs, the church needs 22% more space, and the space it has would need to be significantly re-configured. Assuming that the church achieves its growth goals, within the next few years we would need approximately 7,100 square feet of office space.

h. Summary of Needs

The above discussion leads to the conclusion that to accommodate a membership of 3,000, ideally we need a primary facility that includes the following:

- A sanctuary designed to seat at least 800, as well as a chapel for smaller services
- Parking for at least 500 vehicles
- At least 16 to 20 large classrooms for children
- Significantly larger space for older youth
- Outdoor play space for 300 children
- Additional classrooms for adults
- A family life center for meals, events, community outreach/shelter and recreation for adults and children
- Approximately 7,100 square feet of office space

The Friendly Avenue facility cannot be expanded to meet these needs under any feasible scenario and therefore cannot serve as Westminster's primary location over the long term.

3. Lake Brandt Campus Facilities

Westminster currently leases a church building and grounds on Lake Brandt Road from Greensboro Day School. The sanctuary's capacity is approximately 300 people, which is adequate to accommodate significant additional growth. The lease is terminable upon 90 days notice, however, and the school has indicated that it intends to use the property for its own purposes in the future. Therefore, it is not reasonable to assume that the Lake Brandt location will remain available to us over the long term.

4. Options

The Strategic Planning Committee identified several possible options regarding our facilities and evaluated each of the alternatives against the five strategic objectives described earlier in this report. The Committee also compared the options using the following specific factors:

- Impact on multi-campus worship
- Sanctuary seating capacity
- Family life center
- Parking
- Classrooms
- Construction and/or acquisition costs
- Promotion of growth of the church
- Office space
- Impact on the community

The alternatives that we evaluated included the following:

(1) *Make no changes.*

This alternative would maintain the status quo. We would not expand the sanctuary, acquire additional land, build a family life center or add parking at the Friendly Avenue campus. We would continue to operate at the Lake Brandt Campus as long as the Day School permitted it.

We did not consider this option to be viable, because it meets none of the requirements for a growing, vibrant church.

(2) *Expand the Friendly Avenue campus as much as possible; expand our multi-site approach.*

This alternative would involve acquiring three houses around our current Friendly Avenue campus, one at the corner of Friendly and Westminster and two on Redington Drive. We would expand the sanctuary to the extent possible, as shown in Exhibit A, and construct a family life center on the Friendly Avenue site as shown on Exhibit B. We would create as much parking as possible on all available land, and we would move the church offices to an off-site location. We also would maintain the Lake Brandt campus and would actively seek other locations where we could establish worship centers.

The chief advantage of this option is that it would allow us to remain at the Friendly Avenue campus. The facility is close to many members' homes, and a number of Westminster members including Strategic Planning Committee members have described their strong emotional connections to the sanctuary and chapel. They have served us well for almost 50 years.

There are many obstacles to expanding the Friendly Avenue campus, however, and these obstacles ultimately overwhelm the emotional ties that many people feel. As demonstrated by the discussion above, we cannot expand the facility to serve as the primary campus for a 2,500 to 3,000 member church. Therefore this option would not be a wise choice for the church.

- (3) *Acquire land (approximately seven acres) to build a family life center; maintain the Friendly Avenue campus without significant change; and expand our multi-site approach.*

Under this alternative, we would construct a new facility to serve as the church's fellowship and activities center, and perhaps as a second or third worship location. The advantages of this option include the following:

(i) It would allow us to maintain our existing Friendly Avenue campus, which is well-located and has great sentimental value to many of our members.

(ii) Having a family life center would allow us to optimize our local outreach efforts and hopefully draw more people into Westminster.

(iii) It would involve lower out-of-pocket costs than acquiring 12-15 acres of land and constructing an entirely new church facility.

(iv) Depending on the location of the family life center, it might help us to achieve our goal of having an increasingly diverse church more quickly.

(v) Again depending on the location, a family life center might give us broader geographic reach, thus helping us achieve our goal of being a regional church serving all of Guilford County and surrounding areas.

The difficulties with this option include the following:

(i) It would not address the current overcrowded conditions at the Friendly Avenue facility. We have inadequate sanctuary capacity, parking space, children's and youth facilities, play space and offices now. Building an off-site family life center would not address any of those concerns.

(ii) Because the Friendly Avenue facility cannot accommodate any additional worshippers, all future growth in membership and worship attendance would need to be shifted to other locations. Channeling growth to a particular facility is not easy. It would require significant involvement and leadership by our senior pastoral and music staff, which might have a corresponding negative impact on the Friendly Avenue campus.

(iii) Because we would continue to own the Friendly Avenue facility, we would not have any capital available to fund the new family life center except funds we are able to raise from the congregation or borrow from a financial institution.

(iv) Having our primary worship facility and our family life center at different locations would create logistical challenges when worship and social events are combined.

The Strategic Planning Committee concluded that this option was potentially viable and merited further evaluation.

(4) *Acquire an existing facility or approximately 12-15 acres of land and build a larger primary facility, including a family life center; maintain our multi-site approach for the present time; and sell the Friendly Avenue campus.*

This alternative would involve moving Westminster's primary facility to a new, central location that could serve as a draw to people throughout the region. After the new church was complete, we would sell the Friendly Avenue campus. The advantages of this option include the following:

(i) Building a new church facility would help us achieve our goal of becoming a regional church with a more diverse membership. A new church would be more visible and more accessible to a wider segment of the population in Guilford County and surrounding areas.

(ii) We could construct a sanctuary with seating capacity for 800, which would give us opportunities to grow while maintaining the closeness and intimacy that many members treasure in the Friendly Avenue sanctuary. We could include a chapel for smaller gatherings.

(iii) For the first time in many years, we would have adequate parking and all the classrooms, music rooms, offices and other facilities needed to support the church's current and future activities. Having these tools would greatly enhance our offerings and expand our mission.

(iv) As noted above, a family life center would help strengthen our local outreach efforts and would make the church the center of social, fellowship and wellness activities. It would be another point of entry for newcomers, and it would enhance the sense of belonging and unity that is such an important aspect of life at Westminster. Such a facility would accommodate growth for many years and would serve as a beacon to Christians in the region who share our values and our mission.

The Committee identified two challenges associated with this option:

(i) It is the most expensive option. Land is estimated to cost between \$100,000 and \$125,000 per acre, so that total land costs might exceed \$2 million. Construction of a facility that meets the needs outlined above is estimated to cost approximately \$10 million (based on \$100-\$150 per square foot, dependent upon usage).

(ii) Another difficulty would be the sense of loss caused by terminating our relationship with the Friendly Avenue facility. As noted above, many members feel a strong bond with the current church building.

The Committee concluded that this option also was viable and deserved further review.

5. Conclusions and Action Steps

Of the two viable options, the better long-term choice for Westminster is to acquire or build a new primary church facility. A new facility would spark an explosion of enthusiasm, creativity and momentum. It can draw worshipers from across the Triad. It can be a place where people of many different backgrounds worship together, learn from each other, engage in joint mission work and have fun together. At the same time, by designing and using the new facility properly we can maintain the sense of intimacy and unity that many Westminster members have described as a defining characteristic of our church. In short, a new church campus is the most effective way to carry out the mission that God has given to Westminster. After prayerful consideration, we endorse this exciting and challenging goal for our church.

We will postpone any consideration of whether Westminster should change its multi-campus approach until we have determined the ultimate location for the new primary church. Although having multiple locations is strongly attractive as a means to reach a population that is more diverse geographically and ethnically, we might be able to achieve the same goals at a single location. Without more information and experience, we cannot make a meaningful decision about the concept of multi-campus worship.

Based on these conclusions, Westminster will take the following steps:

- Begin a search for a new primary location that will allow us to fulfill our vision of becoming a truly regional church. The location should be sufficient to include a sanctuary that seats at least 800 people, a family life center, classrooms, offices and adequate parking to accommodate future growth.
- Engage an architect to develop working estimates of the cost of acquiring land and constructing a facility. We would not expect to complete the final design or begin construction of the facility until a new Senior Pastor has been called.
- Engage an appraiser to help place a reasonable market value on the Friendly Avenue campus.
- Institute a capital campaign as soon as our estimated capital needs have been determined, to raise the funds needed to acquire the land for the new facility. Also, determine the feasibility of borrowing additional funds as needed to complete the construction.

- Take several interim steps while we acquire land and build a new church to relieve current overcrowded conditions and to allow growth to continue during the transition to the new location. These steps include the following:
 - Cover the recreational field with gravel and convert it to temporary parking. This step would yield 54 additional parking spaces at an estimated cost of at least \$8,000.
 - Acquire two or three “cottages” and place them along the western edge of the parking lot, to alleviate the acute shortage of adult classroom and meeting space on Sunday mornings, Sunday evenings and Wednesday evenings. These buildings would cost approximately \$40,000 each or could be leased for approximately \$500 per month. Each cottage could accommodate two adult classes.
 - Lease office space at an off-site location near the Friendly Avenue campus. This step would allow some of the vacated space to be used for classrooms, and the leased space could be configured in an efficient manner to improve productivity. The cost of acquiring 3,500 square feet of office space should be between \$3,600 and \$5,600 per month. Additional costs would include upfit, phone and data lines, office furniture and the cost of converting the former office space into classrooms.
 - As necessary, establish the chapel as an overflow area with a video feed for the 9:30 am service on Sundays; and establish a video feed into the fellowship hall or a large classroom for either or both of the 11:00 am services.
- Sell the Friendly Avenue property after we have found a new location and have constructed a new church.
- Continue to maintain a second church campus in the Lake Brandt area while we build a new primary church facility. Because our arrangement with Greensboro Day School is subject to termination when the school’s plans change, as a precautionary measure we will conduct an immediate review of other possible options for lease.

WESTMINSTER PRESBYTERIAN CHURCH

STRATEGIC PLAN

Addendum to OBJECTIVE NO. 1:

DEVELOP FACILITIES AND INFRASTRUCTURE FOR A 2,500 TO 3,000 MEMBER CONGREGATION FROM THROUGHOUT THE REGION

After careful review, discussion and prayer, the Session recommends that the congregation approve the following implementation schedule for Objective No. 1 of the Strategic Plan:

- While maintaining the Friendly Avenue campus, immediately begin a search for a 12 to 15 acre parcel sufficient to construct a sanctuary that seats at least 800 people, a family life center, classrooms, offices, adequate parking, and recreation fields.
- In late 2008 or early 2009, engage an architect to develop an overall site plan as well as a preliminary design and working estimates of the cost of constructing a family life center at the new location.
- Conduct a capital campaign in 2009, as soon as our estimated capital needs have been determined, in order to raise the funds needed to acquire the land and construct the family life center. In addition, we will review the feasibility of borrowing additional funds as needed to complete the construction.
- As soon as feasible, acquire the property and construct a family life center.
- Implement any needed interim steps (as described in Objective 1 of the Proposed Strategic Plan on page 15) at the Friendly Avenue campus while we acquire land and build a family life center to relieve current overcrowded conditions and to allow continued growth.
- After we have called a new Head of Staff, have become comfortable with the new location for our family life center, and have reduced our debt to a comfortable level, begin designing and constructing a new sanctuary with the intent that upon completion the new location would serve as the “primary” Westminster location.

OBJECTIVE NO. 2:

INCREASE DIVERSITY IN OUR CONGREGATION

“My house shall be called a house of prayer for all peoples.”
Isaiah 56:7

“For you are all sons of God through faith in Jesus Christ. For all of you who were baptized into Christ have clothed yourselves with Christ. There is neither Jew nor Greek, there is neither slave nor free man, there is neither male nor female; for you are all one in Christ Jesus.”
Galatians 3:26-28

Westminster historically has been a welcoming community of believers who affirm that we all are created in God’s image. By continuing to embrace inclusiveness, we acknowledge that Christ is Lord of all; each is endowed with talents, gifts and personalities that when used within Westminster’s many initiatives will serve to glorify God’s name. As we acknowledge potential discomfort with what inclusion ultimately means, we trust God’s word and will welcome all to this community of faith as brothers and sisters in Christ.

We believe that a truly diverse church reflects the backgrounds, ethnicities, skin colors, economic status, ages, lifestyles and orientations of the community around it. A truly diverse church is strengthened, deepened and made more like Christ by welcoming different types of people and traditions. Our goal is for Westminster to become a truly diverse church.

The Session will appoint a Diversity Committee to encourage and oversee the church’s wide-ranging efforts to increase diversity. Westminster will prayerfully and actively pursue opportunities for diversity in all facets of church life, including the following:

1. Develop opportunities for closeness and trust

- Through an intentional education/experiential strategy, build self-awareness and an understanding of how diversity fits into the dream of God and our Christian faith.
- Seek out opportunities to work with, learn from and develop close relationships with people of different backgrounds.

2. Increase diversity in our worship

- Infuse our desire for diversity into sermons, prayers and small group discussions. Using the Bible as our base, these teachings can set the church's direction by acknowledging that we are all different and that our differences can be used to glorify God.
- Extend speaking invitations to pastors from other communities of faith.
- Recognizing that music is a vital part of the worship experience, expand our music offerings to include diverse genres and styles, both in our existing services and in new types of worship services.
- Create opportunities with different congregations for joint church services during holidays and special events. Exchanging ministers and music leaders for special services or worshipping together would open us to different ways of worshipping while building relationships with other churches.

3. Increase diversity in our leadership

- Faithfully adhere to our Employment Statement, which eloquently states Westminster's commitment to offering fair and equal opportunity for employment to all:

[A]s Christians and believers, we acknowledge that we are created as children in God's image. God has graciously endowed each of us with purpose, gifts, skills, attributes, personalities, and loving and trusting hearts and minds. We willingly desire to fulfill God's mission for our lives and those around us by seeking out a leadership team and staff as diverse as God's model for the world. By doing so, we hope to become a "Welcoming Home" to all whom God has made, claiming each other as brothers and sisters in Christ forever.

- Mirror the diversity of our community within the leadership and staff positions at Westminster. As positions become available, consider new and unique avenues of recruitment to ensure that candidates from all walks of life are considered. Open our minds to creative staffing opportunities that will emulate and represent God's desire for diversity.

4. Increase diversity within our outreach efforts

- Look for ways to increase diverse partnerships through Habitat for Humanity, mission trips, prison ministries and other richly diverse mission opportunities within the region. By increasing our already impressive outreach efforts, we

can position ourselves to build relationships and create opportunities to serve alongside others different from ourselves.

5. Reach out to our diverse community in other ways

- As we consider whether to change our multi-site strategy, evaluate its impact on our goal of achieving a diverse membership.
- Explore opportunities for bilingual activities such as children’s programs or small groups.
- Form a partnership with one or more “sister churches” that fall into other racial, ethnic or socio-economic categories for service, study and worship.

OBJECTIVE NO. 3:

IMPROVE PEOPLE'S LIVES THROUGHOUT OUR COMMUNITY AND OUR WORLD

“For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me. . . . I tell you the truth, whatever you did for one of the least of these brothers of mine, you did for me.”
Matthew 25:35-40

We yearn together to make a difference in the world by providing the tools to empower people to improve their lives. We have vibrant programs for reaching out to others in our community and around the globe. As we move forward, we want to stretch ourselves further by creating new spaces and new opportunities where we can be Christ's hands and feet beyond our walls. To accomplish these goals, we will look for ways to expand our efforts in the following areas:

1. Improve the lives of the disenfranchised and the poor through an intentional focus on issues of housing and homelessness.

Westminster serves the poorest members of our local community through a wide variety of programs such as serving breakfast at Weaver House, hosting Interfaith Hospitality Network and delivering meals to the elderly. Without compromising our commitment to these programs, over the next few years we will bring a focus to issues related to housing and the homeless. In our local community, we will contribute our energy and resources to help achieve dramatic improvements in the housing and homeless situation. Our national and international mission efforts also will focus on improving living conditions for the poor.

To achieve our goal, we will take the following steps:

- Inventory our current outreach initiatives and link those appropriate ones to the housing and homelessness focus.
- Solidify current partnerships and develop new ones in the community with others who are working together to address these issues, including housing/homeless efforts focused on teens, children, the elderly and re-settled immigrants.
- Link our current and future efforts in Kenya, Mexico, Appalachia and other locations to our focus on the housing needs of the poor and disenfranchised.

- Remain alert to needs wherever they exist and step forward in faith to meet them.

As we focus on housing and homelessness, we will employ principles that we learned from Ray Bakke,² who led Westminster's renewal weekend in March 2007. Mr. Bakke's campaign is to help churches transform cities through vehicles other than worship and normal outreach projects. His programs include strengthening rank-and-file leadership in communities and encouraging grassroots innovation. His message is that "homelessness is not the real problem, but a symptom of much deeper problems," including poverty and oppression. Westminster will search for ideas to improve the quality of life in our city, document what is working, and spotlight these grassroots successes.

2. Reach out to people in our community without a church home and instill a closer relationship with God.

An important part of our outreach efforts is to help others find a church home that will enhance their relationship with God. Developing a new main campus with a family life center will be an important part of our efforts in this area.

We also will implement both physical and technological steps that will reach outside our walls and take God's message to more people. We will invest in strengthening Westminster's presence on the web, where podcasts, webcasts and social networking (chat rooms after a sermon webcast, e.g.) are all available. We will explore other web-based opportunities, including offering Bible study via the internet, online classes in discipleship, and social networks for seekers.

It is particularly vital that Westminster focus on reaching 18-30 year olds. This is an underrepresented group in our congregation, and we will need to step outside our "comfort zone" into new areas and types of outreach to attract them. We will create a group made up of people in this age range to create and implement a plan. Examples might include building a stronger partnership with the Presbyterian campus ministry or looking for opportunities to offer spiritual experiences in public places frequented by this age group, such as parks, coffee shops, wireless cafes or bars.

In all our efforts to reach out to our community, we will work to dispel the notion that "I thought I had to get well *before* coming to church." By expanding our notion of "outreach" and adding programs to our current ones, Westminster will continue to be a refuge and re-fueling place for those in need, whatever that need might be. We will:

- strengthen neighborhoods.

² Mr. Bakke is Executive Director of International Urban Associates, based in Chicago, and serves as Global Urban Studies Professor at Northwest Graduate School.

- bring children, youth and young adults together in meaningful ways.
- aid struggling or new faith communities in their attempts to come to life.
- prepare people to go into the world as servant leaders.

All these steps will help Westminster reach out to others and bring them into a closer relationship with God.

OBJECTIVE NO. 4:
**STRENGTHEN OUR SENSE
OF BELONGING AND UNITY**

“For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ.”
1 Corinthians 12:12

Westminster, as a community of faith, is committed to maintaining and building a sense of community and belonging. Community has always been a defining characteristic of the Westminster family. As the Westminster family grows, we must be very deliberate about continuing to cultivate means for everyone who so desires to become and remain connected to the larger church family. As Westminster grows and changes, the welcoming atmosphere that is a key component of all of Westminster’s worship services must be maintained.

To facilitate this process, we will focus on the following seven goals:

1. Develop adequate spaces conducive to community.

These spaces will include a Family Life Center with adequate fellowship space for large church-wide dinners, outreach and fellowship activities, athletic space for sporting events, space for music rehearsals, adequate classrooms for children and adults, children's play areas, and youth rooms. These spaces also will include adequate worship space to be welcoming to all who wish to attend, with plenty of parking. These spaces will draw the community into a welcoming atmosphere as they enter Westminster.

2. Develop and maintain programs, facilities, staff, and technology that are welcoming to newcomers from the first moment they investigate Westminster.

One of the hallmarks of Westminster is that we make every effort to create a friendly worship atmosphere for first time visitors and give them a reason to return. As we grow and consider new worship space, we need to place a very deliberate focus on this characteristic. We will welcome newcomers to participate in communion, prayer time, etc. We will ensure that all publications are easily understood by newcomers. Our web page will encourage newcomers to become familiar with all aspects of Westminster’s life and community. We will develop facilities that allow first time visitors to feel comfortable from the moment they enter the parking lot and then draw them into worship and fellowship.

3. Continue building networks (staff and systems) that support community.

As Westminster's membership changes, the Session and the Personnel Committee must constantly assess the size of the current staff and anticipate expanding our staff as needed. This may include adding positions such as Food Director or Director of the Family Life Center. A sense of cohesiveness must be maintained among the staff and lay leadership so that a willingness to sacrifice individual goals for overarching goals is present when needed. Adequate technology must be in place to ensure communication among all levels of the leadership of Westminster and to encourage lay participation and connectedness.

4. Build elements of belonging and community into all facets of Westminster life (worship, service, fellowship, new member assimilation, etc.).

Each committee should be deliberate in stating this as a goal, and an effort will be made to develop measurable goals so that the committees can assess if they are succeeding in this area. Events will continue to be structured to cultivate friendships. New members and visitors will be contacted to welcome them and to connect them with church activities. An effort will be made to encourage all worshippers to be involved in activities beyond worship. The Westminster community should be one in which each person is cared for, prayed for, and missed. Small groups will be supported and should increase.

5. Develop community through common themes of education, worship and small groups.

This effort has been very successful already with the recent church-wide Beatitudes study. This will continue to be a great way to bring cohesiveness across multiple worship services, small groups and study opportunities.

6. Encourage pride and a sense of affiliation with Westminster and its roles in the community and the world.

We will continue to educate Westminster members about needs in the community and world to enable members to make a difference through Westminster in the Greensboro community and beyond. Outreach will always remain a key connecting point for newcomers. A spirit of camaraderie naturally develops through activities away from campus. By building a strong sense of connectedness to the Westminster community, we will enable people to feel comfortable inviting their coworkers, neighbors, friends and family members to visit Westminster.

7. Continue to make engagement in worship a high priority, particularly when we move to a larger worship space.

We will create worship environments that engage people in dynamic group experiences and still create a sense of intimacy and comfort. We will maintain an atmosphere in worship that encourages people to share during prayer time, greeting time, communion, etc. We also will continue smaller, more intimate services, such as the Service for Wholeness and Healing.

OBJECTIVE NO. 5:

INFUSE EVERY ASPECT OF LIFE AT WESTMINSTER WITH CHRIST-CENTERED DISCIPLESHIP

“Then Jesus said to his disciples, ‘Whoever wants to be my disciple must deny themselves and take up their cross and follow me. For whoever wants to save their life will lose it, but whoever loses their life for me will find it.’”

Matthew 16:24-25

Westminster’s mission has always been founded on a strong Christ-centered theology. Discipleship impacts everything we do at Westminster. Individuals are drawn to this church because they are seeking to better understand Christ’s message in their lives. Our church, through the efforts of individual members, strives to be an agent of change and hope spreading Christ’s message through our services, programs and missions.

As Westminster grows and changes, we will be proactive in our efforts to ensure that Christ-centered discipleship remains at the center of our church. We will evaluate new opportunities, including new facilities, new personnel and new programs with an understanding of how participants will grow in Christ. Maintaining this emphasis on Christ-centered discipleship will require continued focus in the following areas:

1. Worship

Formal worship services will emphasize discipleship in all aspects including music and sermons. We will continue to offer multiple services, venues and styles to ensure that the services meet the needs of the large, diverse population we are targeting. We also will continue to evaluate additional worship opportunities that would allow us to reach even more people. We will embrace the use of technology, television, video and the web to enhance the availability of Westminster’s message. We also will evaluate opportunities for lay people to lead parts of some types of worship services in order to provide a different perspective.

2. Prayer

Recognizing that prayer will continue to be a vital part of all worship services, we will look for unique opportunities to emphasize prayer as a way to grow in Christ. This emphasis can be focused on group or individual prayer. As a practice, we will pray for Christ’s guidance as we enter into church activities, meetings, and events – both opening and closing. In all aspects of our lives, we will encourage one another to be ever prayerful.

3. Education

One aspect of discipleship is teaching others. Westminster's education programs are many and varied and focus on many different audiences. We will evaluate our programs continually to ensure that we are serving all members and meeting their needs. As we expand our geographic footprint and potentially establish physical locations in new neighborhoods, we will consider new educational opportunities in the community and beyond. We will look for ways to incorporate technology, video/web based classes, seminars, lectures and other events into our education programs. In all these efforts, our focus should remain on Christ and his teachings.

4. Small Groups

Small group ministry has always been an important part of Westminster's culture, and small groups will take on added importance as we grow. The church will continue to develop opportunities for small group participation. We will consider creative initiatives such as small group ministries with other churches.

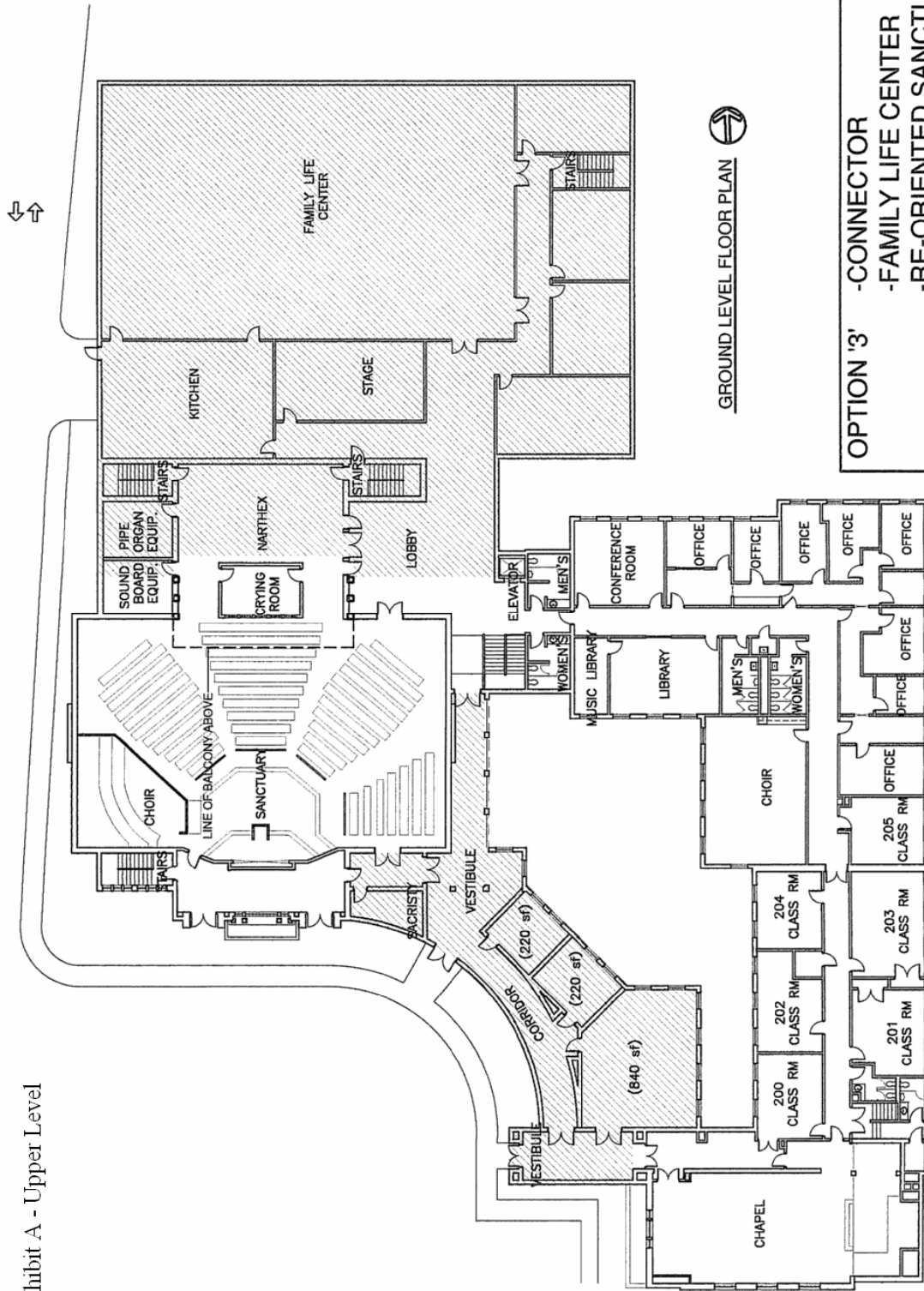
5. Member Support

Another vital aspect of Christ-centered discipleship is support of those who are in need. Westminster has a tradition of spreading Christ's message of love through our collective support of our members who face challenges. As the church grows, we will need to minister to even more people with many varied needs, possibly in new locations or areas of the community. We will evaluate our current programs and consider enhancements that will provide care and support for our members who face illness, the death of a loved one, substance abuse, employment problems, divorce, issues facing children and young adults, isolation, and other issues. We are likely to need additional Stephen Ministers. The size of our ministerial and church staff also will likely need to increase to meet the additional demands.

6. Community and World Outreach

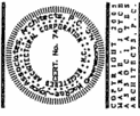
Our outreach programs are physical manifestations of Christian discipleship. Outreach will continue to be emphasized. As Westminster changes and our local and regional presence changes, our outreach programs will be adjusted and expanded. Additional growth in the church will allow us the opportunity to support additional outreach initiatives.

Exhibit A - Upper Level



GROUND LEVEL FLOOR PLAN

OPTION '3'
 -CONNECTOR
 -FAMILY LIFE CENTER
 -RE-ORIENTED SANCTUARY
 -NEW NARTHEX



DATE	
REVISION	

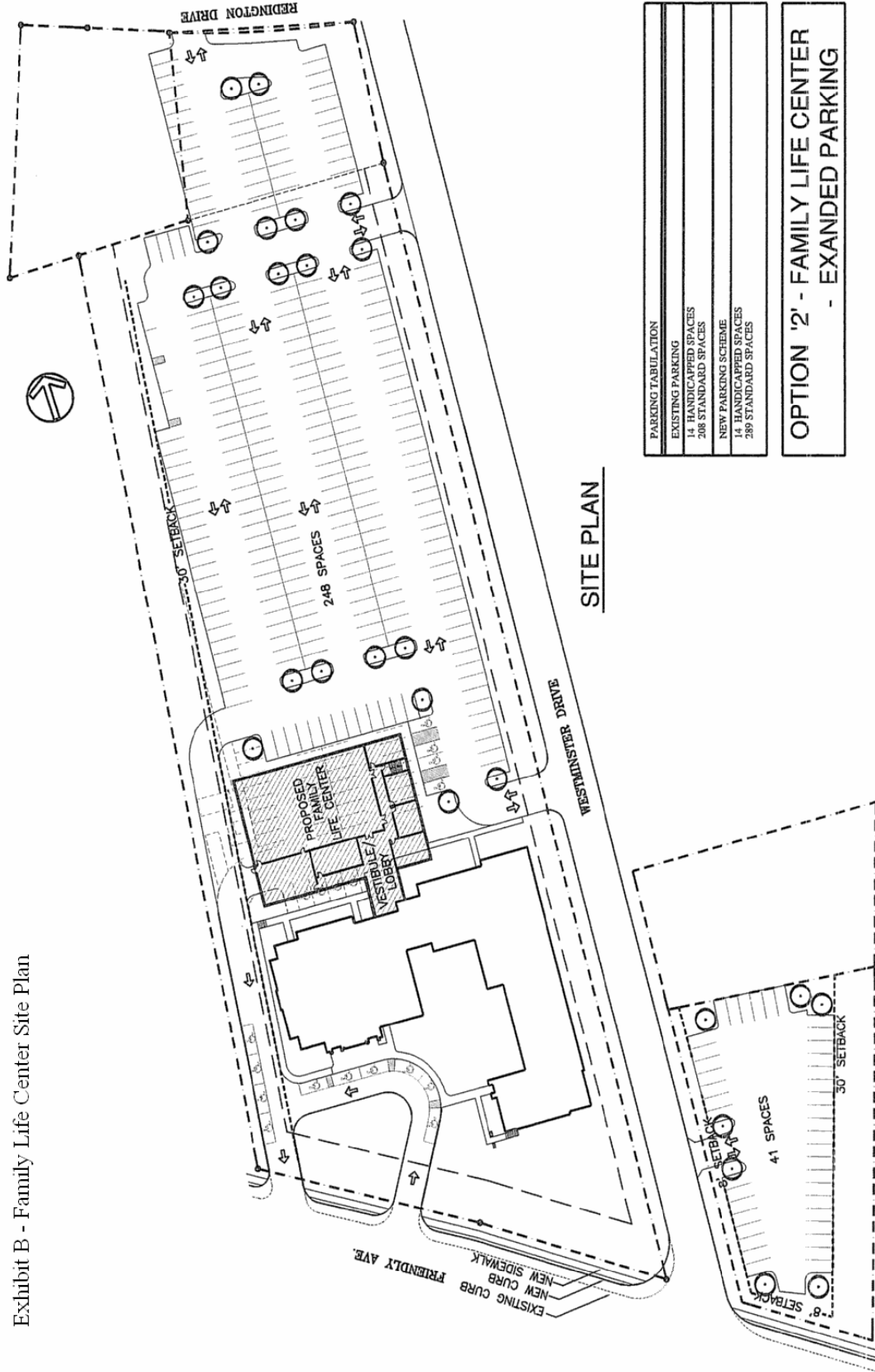


MACRAE + JOYCE
 ARCHITECTS, P.C.
 145 W. PARKWAY AVENUE
 GREENSBORO, N.C. 27402
 PHONE (336) 333-1111
 FAX (336) 333-1112

FLOOR PLAN
 SHEET NO.

3a

Exhibit B - Family Life Center Site Plan



SITE PLAN

PARKING TABULATION
EXISTING PARKING
14 HANDICAPPED SPACES
208 STANDARD SPACES
NEW PARKING SCHEME
14 HANDICAPPED SPACES
289 STANDARD SPACES

**OPTION '2' - FAMILY LIFE CENTER
- EXANDED PARKING**



MACRAE - JOYCE
ASSOCIATES
ARCHITECTS
200 W. PARKWAY, SUITE 200
GREENSBORO, N.C. 27409
PHONE: (336) 334-1111
FAX: (336) 334-1112

DATE: 2002.11
PROJECT: WESTMINSTER
PRESBYTERIAN
CHURCH
GREENSBORO, N.C.

